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(Revision)

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CAREER DEVELOPMENT IN THE GEOGRAPHIC AREA

A. Overall Goals and Policy

The goal of the Geographic Area Career Development program should be the maximum development of our human resources, with associated growth of morale, quality and quantity of work accomplished, and flexibility and efficiency of organization. An adequate career program will enable each employee to develop in such fashion that he or she makes the greatest possible contribution to the effective functioning of the Geographic Area and of CIA.

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The major elements for accomplishment of career development are the basic planning of the program, the drive, capability and motivation of the individual and the quality of the supervision. These make possible individual development on the job and through training in the field and in the classroom. In the Geographic Area most of the development will take place on the job, where the quality of supervision will be the dominant factor. The quality of supervision determines much of the employee's reaction to the job and career, and the supervisor also provides career guidance as well as much of the data for assessment of an individual's potential.

Each of the four Divisions of the Geographic Area is staffed mainly by geographers, yet the duties and functions of each division are so different that the employees develop in quite different directions. As a result, transfers or rotation among the divisions is generally possible only at grades below GS-11, and rotation from one geographic division to another is not likely to be rewarding except in a few special cases that might arise. This means that career development for an individual is upward through his division rather than horizontally within the Geographic Area.

Career development is further differentiated by the fact that two of the divisions produce intelligence officers whose qualifications can be of value in many parts of CIA, while the other two divisions are unique service-type units that produce specialists whose qualifications are not widely useable in CIA. Each of the divisions, however, produces administrators whose abilities are widely useful in CIA. So the intelligence officers of the Geography Division and Photo Intelligence Division have career possibilities outside their Division--in DD/P, ONS, CCI, and in other parts of OSR; while the specialists of the Cartography Division and the Map Library Division have opportunities for growth and development in their divisions, with the possible exception that a few may look forward to assuming administrative positions or several other special types of work elsewhere in the Agency.

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The Geographic Area policy recognizes the following general methods of career development.

1. Development of the individual's capacity to handle his present job.
2. Through sympathetic supervision and career guidance, assist the individual to develop his career within the division so that he becomes able to handle higher responsibilities and make the greatest possible contribution to the effective functioning of his division. In addition, supervisors will encourage individuals to make contributions, related to their normal fields of responsibility, to other parts of CIA and the U. S. Government. These contributions may come as an outgrowth of field experience or a special competence resulting from some unusual activity and may provide certain individuals with opportunities which would not otherwise develop.
3. For the few whose capacities develop beyond any Geographic Area assignments, assist them through sympathetic top-level supervision and career guidance to move outward and upward to Agency positions commensurate with their capability.

All of these types of career development must take place in an environment of proper supervision at all levels and of practical availability of opportunities for increased responsibilities and whatever training is needed, whether field experience for area knowledge or academic training for new tools such as languages and research techniques.

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## B. Divisional Programs

Each division in the Geographic Area has only two or three major categories of career positions because of functional emphasis. These do not include a number of functional categories, such as editors, special assistants, clerks, typists, administrative assistant, secretaries, and various special jobs occupied by only one or two persons. In view of the fact that editorial and special assistant positions are closely related to the major categories and vary only in minor detail, there does not appear in this paper the step by step presentation as for the major categories. The other positions (clerks, typists, administrative assistants, secretaries and various special jobs) are not related so closely to the major categories and no attempt has been made to detail career development in terms of experience, requirements, training, and qualifications. Career progression for these positions may lead to the top positions in these functions but beyond that must be dependent upon meeting job specifications for positions in the major categories. Supervisors will make themselves available to discuss career development in any of the above types of jobs.

The requirements for career development leading to supervisory positions in each of the four divisions have not been extensively detailed. There are, however, a number of considerations beyond the steps outlined for logical progression in each of the functional fields in each of the divisions. First and foremost, an individual must have demonstrated an ability to work with and through people to accomplish the major objectives of the organizational mission in an efficient manner. It can also be assumed that any person desiring to become a supervisor in any part of the Geographic Area must have demonstrated substantive competence, ability to perform in a function or functions of a given component, a broad and yet comprehensive knowledge of intelligence, its methods and operations, and be thoroughly familiar, by virtue of extended experience, with the objectives, mission and function of the unit which he will supervise. Supervisors will not be chosen because they have completed a number of years experience, have taken a given number of courses offered by Training, or because they have completed certain tasks satisfactorily. They will, however, be chosen because they have demonstrated in their day to day work the qualifications and characteristics necessary for getting work done with and through people.

### 1. Cartography Division

a. Geographer (Cartography). Persons with geographic training are employed to compile intelligence maps on assigned regional areas. Cartographic techniques and regional competence of a basic geographic nature are the 2 major requirements of this position. Position standards exist that spell out in detail the minimum entrance

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requirements for various grade levels. These are, of course, ideal and are not necessarily met in total by any one at the time of EOB. Therefore, part of the career development of each person (not the position) must of necessity include additional training to fill these gaps. On an average, however, the following types of training and/or experience are suggested as objectives of the career development of this position in order to advance a person to the highest level of competence:

- (1) Language competence. Ability to read, with the aid of a dictionary, the major foreign languages of the assigned geographic area. (These may be such languages as German or French in cases where the major source materials are found in these languages.) Fluent reading ability is not required.
- (2) Special advanced course work in geography on the assigned region in the event such is available. This may consist of an unusual chance to study with a world-known expert or attend a special, high-level seminar.
- (3) Area competence. A minimum of 1-3 months in the country(s) covered by the regional Branch assignment. This may consist of both local study and travel within the country.
- (4) Periodic attendance (at the highest grade level) at official geographic meetings to stay abreast of current developments in the field of geography and meet the leaders in the profession.
- (5) Special course work in advanced cartographic techniques (if available) to stay abreast of current developments in the graphic field. This includes such specialized courses as the "Elements of Map Reproduction" currently offered by the USDA Graduate School.

The supervisory level of this type position should include, in addition, basic training in the field of personnel management and a course in the long-range, strategic plan of the Agency if such were offered.

b. Cartographic Draftsman. The construction of maps requires a high degree of drafting skill. These positions require a technical knowledge and an ability to perform fine-line drawing. Basic research ability in the field of geography is not required. As a result of these factors career development within the drafting function is somewhat confined to improving the manual skill of fine-line drafting. A course in "Map Reproduction Techniques" is highly recommended and retraining within the Division's training program cover the requirements for career development in these positions.

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**c. Cartographic Compilation Aid.** Persons with a high drafting skill, a minimum flair for graphic art, and the basic requirements for statistical compilation are assigned cartographic compilation aid positions. Intelligence charts, cartograms, and maps that do not require geographic knowledge or compilation research techniques in depth fall to these persons who can, with additional training, improve their competence and develop a realistic career program. The following types of training are suggested:

(1) A course in the theory of design and graphic presentation to be offered after at least 18 months of duty in the Aid Section. Such a course would probably be available in local Art schools.

(2) Course work in statistical graphic presentation to improve the effectiveness of chart support to intelligence reports.

(3) Within the Division's training program, a condensed version of the Geographer (Cartography) course be offered for all newly assigned cartographic compilation aid persons.

(4) An introductory course in the fundamentals of professional geography is considered highly desirable to better acquaint the incumbent with compilation problems of a simplified geographic nature.

**NOTE:** A program of career development for transfer from either the Cartographic Draftsman or Cartographic Compilation Aid positions to Geographer (Cartography) is fully in operation at the present time and has been detailed in the position Standards for the Division. The above comments (b, c,) apply to career development within the functions only.

2. Geography Division

a. Senior Analyst. Objectives: To provide, over a period of years, the following on-the-job experiences and extra-divisional training which will assist in the maximum development of any low-graded analyst so that he may achieve the highest possible position in the field--senior analyst.

(1) An opportunity to learn his countries or regions of specialization by:

- (a) Daily perusal of pertinent intelligence materials, covert and overt, for an extended period.
- (b) Visit his area or areas for three months at approximately every four years.
- (c) Where area travel is impossible, then trips to analogous areas abroad or in this country.
- (d) In addition to (b) above a three to four month procurement mission to his area and/or surrounding areas is recommended.
- (e) Should the analyst be assigned to a new area he should have the opportunity to attend a quarter or semester regional geography course covering his new area.

(2) An opportunity to develop his research abilities by:

- (a) A thorough introduction to the research facilities in and outside of Washington.
- (b) A thorough introduction into the research methods as practiced in the Geography Division.
- (c) Strong encouragement to experiment with new research methods or to introduce methods not at present practiced in D/OG.
- (d) Experience in producing at least one of the many types of reports put out by D/OG.
- (e) Developing a geographic reading knowledge of German and one other Indo-European language. Analysts working in the Far East should have an opportunity to learn Chinese or Japanese in addition to an Indo-European language.
- (f) Thorough guidance from the Editorial Staff in all forms of written and graphic presentation.
- (g) After a period of years a short refresher course in geographic techniques and methods.
- (g) Periodic short courses in the technical aspects of his field (e.g., E & E).

(3) An opportunity to practice coordination and make contacts by:

- (a) Serving one year and/or coordinating at least two NIS Chapters IX and several Sections 19, on the Coordination Staff.

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(b) Serving on inter-branch, inter-regional and even inter-area committees occasionally.

b. Branch Chief. The necessary experience to be had and training to be taken for a branch chief are the same as for a senior analyst. In addition he should have:

- (1) Knowledge of and research experience in two or more countries--groupings or areas in his region.
- (2) Experience as deputy branch chief.
- (3) Experience in substantively editing other analysts work.
- (4) Experience in directing the research of subordinate analysts.
- (5) Training courses in administration and management.

It is understood that in the case of the branch chief he will have acquired his experience and training prior to assuming his supervisory position.

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3. Map Library Division

- a. Librarian. In D/OL librarians are employed in the Processing Branch and in the Reference Branch. The objectives sought in these positions are reported first for reference librarians, and then for catalogers.

(1) Reference Librarian

- (a) To have a comprehensive knowledge of the geographical reference materials available in the Map Library in order to service requests from CIA and other members of the intelligence community.
- (b) To develop and conduct liaison activities with other mapping agencies for the purpose of supplementing Map Library Division Holdings in servicing requests.
- (c) To be aware of and use the proper security controls in admitting visitors to the Map Library and in loaning classified maps.
- (d) To have an overall knowledge of the functions of the Processing and Procurement Branches and their relationship to the Reference Branch.

(2) Cataloging Librarian

- (a) To develop a competent knowledge of map and book cataloging principles and procedures as practiced in the Map Library.
- (b) To have a competent geographical knowledge of area of responsibility.
- (c) To develop language competence on at least one language used in area with ability to use dictionary on other languages required.
- (d) To develop working knowledge of all Map Library Branches.

(3) Experience and Training required to achieve maximum development of the individual: (applies to both types of librarians)

- (a) Good basic educational grounding with A.B. or M.A. in Library Science.
- (b) Other work experience prior to entry on duty in Map Library is helpful.
- (c) On-the-job experience, with good supervisory situation is a most effective builder of strong individuals.
- (d) Experience in other branches of the Map Library is helpful.



- (e) Geographic and area knowledge, together with language background is a developing factor.
- (f) Course work while on the job, either in languages, geography, supervision, or library science, to round out education requirements for the position.
- (g) As required, the basic agency course in typing for professional people.
- (h) As required, the basic country survey course given by the agency on a part-time basis.
- (i) As required, course in map and book cataloging, taught by Map Library personnel or at a Library School.

b. Geographer. In D/GI geographers are employed in the Procurement Branch, and the position objectives are as follows:

- (1) To compile requirements for maps and related publications and for map intelligence based on knowledge of area, deficiencies in U. S. holdings and information on availability of map materials and intelligence, both overseas and in the United States.
- (2) To forward requirements to the field or to OO/C after determining appropriate channels.
- (3) To develop and maintain channels of procurement to all significant map sources in his area through correspondence with the Geographic Attache, foreign missions, exchange agencies and other map sources.
- (4) To support the Geographic Attache through briefing, reviewing incoming correspondence and initiating outgoing correspondence and requirements according to current needs.
- (5) To maintain healthy exchange arrangements with foreign agencies through correspondence, want list and transmittal of materials.
- (6) To maintain effective liaison with U. S. mapping agencies.
- (7) To process incoming maps, related materials and distribute materials on the basis of requirements.
- (8) To review and refine map collection.

The experience and training required to achieve maximum development of the individual geographer are as follows:

- (1) Good basic educational ground with A.B. or M.A. in Geography.
- (2) Other work experience prior to entry on duty in Map Library is helpful.
- (3) On-the-job experience, with good supervisory situation is a most effective builder of strong individuals.
- (4) Experience in other Branches of the Map Library is helpful.

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- (5) College level knowledge of geography of area of assignment.
- (6) Course work while on the job, either in languages, supervision, or typing.
- (7) Working knowledge of cataloging system and of reference operations.
- (8) Understanding of the mission and responsibilities of the Army Map Service, the Library of Congress Division of Maps, and other members of the IAMPCC.
- (9) As required, the basic country survey course given by the agency on a part-time basis.

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4. Photographic Intelligence Division

a. Senior Analyst. Objectives: To provide over a period of time the following on-the-job experiences and extra-divisional training that will make possible the maximum development of any analyst at lower grade to the highest research position as senior analyst.

(1) Opportunity to develop research abilities by:

(a) On-the-job experience in the developing of intelligence data as observed in or interpretable from the latest available photography.

(b) University training, as necessary, in photogrammetry, photogeography or photogeology and regional geographic studies, phytogeography and other regional surveys in the earth sciences.

(c) Attendance at the Industrial War College and training in military schools, colleges, and agencies, including courses in strategic intelligence, escape and evasion, radar reconnaissance systems and interpretation, special weapons orientation, and others dealing with aspects of reconnaissance and photo intelligence systems.

(d) Language training, as necessary, in Russian, German and one or more Romance languages to develop a capability sufficient to use maps and charts in these languages and to identify the nature of the content of documents and publications.

(e) Working acquaintance with the Department of Defense Photo Intelligence, Research and related centers overseas and within the limits of the U.S.

(f) Attendance at technical conferences, conventions and national meetings of scientific, professional or technical societies.

(2) Opportunity to learn countries or regions of specialization by:

(a) Visits to the subject countries or analogous regions to secure area training or specialty training for periods ranging from a few weeks to three months every four or five years.

(b) Daily examination of pertinent intelligence materials covering the areas of specialization.

(3) Opportunity to establish and maintain coordination and contacts by:

(a) Intimate knowledge and personal experience through

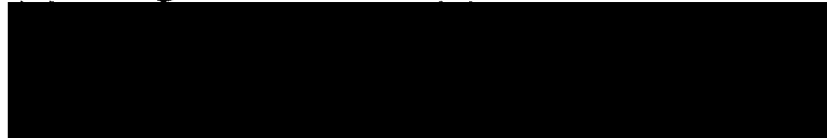
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collaboration with components of the DD/I area down to branch level, and experience in handling DD/P problems.

(b) Experience in Area, Office, Agency and Inter-Agency committees with emphasis on Department of Defense agencies.

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b. Branch Chief. The experiences to be had and necessary training to be taken by a branch chief are the same as for a senior analyst, but in addition the branch chief should have:

- (1) Experience as a deputy branch chief.
- (2) Training courses in management and administration.
- (3) Research experience and knowledge of two or more countries or geographic regions of the world.
- (4) Experience in directing the research of subordinates and substantively editing other analysts' work.

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